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ABSTRACT

This book, which is designed for individuals interested in changing and developing their organizations, examines the organizational learning cycle and ways of learning collectively. Among the topics discussed in the book's nine chapters are the following: (1) changing nature of work and organizational learning; (2) theoretical framework of individual learning (data interpretation/organization, learning and truth, relationship of meaning structures to action, limitations of working memory, metacognition, human need to learn); (3) theoretical framework for organizational learning (private, accessible, and collective meaning structures); (4) four steps of the organizational learning cycle (widespread generation of information, integrating new/local information into the organizational context, collectively interpreting information, authority to take responsible action based on interpreted meaning); (5) theory and research regarding the organizational learning cycle (conditions enhancing collective interpretation of information, organizational dialogue, changing tacit organizational assumptions); (6) accelerating the organizational learning cycle (strategic search conferences, principles); (7) developing managers for organizational learning (situating learning in real work, defining less central roles for experts, spaced vs. compressed time frames, community vs. individual learning); (8) defining a culture that supports learning (nature of reality/truth, time, human nature, human relationships, and causality); and (9) beyond organizational learning. Contains 24 figures/tables and 103 references. Appended are definitions of organizational learning and a glossary. (MN)

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